

Creating Corporate Sustainability in the Logistic Service Industry: The Effect of Management Transition and Digital Transformation

Effect of Management Transition and Digital Transformation

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ABSTRACT

Dynamic transformations in the logistics services industry require companies to strengthen corporate sustainability through management adaptation and technological innovation. This study aims to investigate the influence of management transition and digital transformation on corporate sustainability in the context of logistics services industry companies in the Banten Region, as a representation of the logistics services sector in Indonesia. The approach used was quantitative by collecting data through a survey of 137 employees, then analyzed using the partial least squares–structural equation modeling method with SmartPLS 4 software. The results of the study show that management transition and digital transformation have a positive and significant effect on corporate sustainability, with digital transformation having a stronger influence in improving organizational efficiency and sustainability performance. These findings confirm that changes in managerial structures and the simultaneous integration of digital systems are able to strengthen the company's sustainability orientation through operational innovation, leadership adaptability, and employee involvement in sustainability initiatives. This research contributes to management science by emphasizing the strategic role of managerial adaptability and digitalization in realizing long-term sustainability in logistics organizations, while providing practical insights for industry players and policymakers in designing sustainability-oriented transformation strategies in the digital era.

Keywords: *Corporate Sustainability, Digital Transformation, Logistics Services Industry, Management Transition.*

INTRODUCTION

The success of companies largely depends on effective human resource management and their ability to adapt to global economic dynamics (Pattanayak, 2025). In the logistics services industry, shifts in consumption patterns, supply chain digitalization, and sustainability demands create strong pressure for organizational transformation (Belhadi et al., 2022; Ning & Yao, 2023). In Indonesia, particularly in industrial cities such as Cilegon, logistics efficiency has become a critical factor in enhancing national competitiveness and economic growth (Irfan, 2025). This condition underscores the importance of professional and adaptive human resource management in responding to technological change, as logistics companies are increasingly required to balance operational performance with environmental and social sustainability in the digital era.

Nadler (2024) defines management transition as the process of shifting an organization from its current to a desired future management condition to enhance effectiveness, efficiency, and competitiveness. In modern organizations, such management changes are crucial in determining corporate sustainability and commonly occur through leadership changes, organizational restructuring, or strategic shifts. When managed proactively, management transitions can strengthen sustainability through innovation- and efficiency-oriented policies; however, poorly managed transitions may create instability and hinder

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sustainability objectives. In the logistics sector, the ability of new management to integrate sustainability principles into operational practices is therefore a key factor in building resilient and competitive firms (Leung et al., 2023; Türkeş, 2025).

Halim et al. (2023) define digital transformation as a continuous process that leverages digital technologies to enhance performance, foster innovation, and create value for stakeholders. In the logistics sector, technologies such as IoT, AI, and big data analytics enable supply chain optimization, cost reduction, and lower environmental impact (Krishnan et al., 2024; Ojadi et al., 2024; Krishnan et al., 2024). Empirical evidence shows that digital transformation significantly improves sustainability performance through energy efficiency and carbon emission reduction (Mutambik, 2024). However, successful digitalization requires human resource readiness and cultural adaptation, making alignment between technological capabilities and managerial adjustment essential for achieving long-term corporate sustainability.

Although the link between digital transformation and sustainability has been widely examined, limited attention has been given to its integration with management transition in Indonesia's logistics services industry. Ardito (2023) demonstrates that digitalization influences sustainable innovation but does not consider the reinforcing role of managerial change, while Almatrodi and Skoumpopoulou (2023) focus on management transition and organizational effectiveness without incorporating digital transformation. This gap highlights the need for a comprehensive framework that simultaneously examines management transition and digital transformation in shaping corporate sustainability. Moreover, empirical evidence from Indonesia using the PLS-SEM approach in the logistics sector remains scarce. Therefore, this study addresses this gap through quantitative analysis based on field data.

This study extends the understanding of corporate sustainability by integrating organizational change and digitalization within the strategic management framework, thereby enriching the dynamic capability literature that highlights organizational adaptability to environmental change (Almatrodi & Skoumpopoulou, 2023). It also contributes to the development of a sustainability model grounded in digital innovation and managerial adaptability for the logistics services industry in the Industry 4.0 era, confirming that sustainability depends not only on environmental and social aspects but also on strategic readiness in managing digital transformation (Fazora et al., 2024).

The findings provide guidance for logistics companies in designing management transition strategies that support digitalization and sustainability through adaptive human resource development and a sustainable work culture. The results may also inform policymakers in formulating regulations that encourage green technology adoption and sustainable management practices in the national logistics sector. In response to growing ESG concerns, the integration of management transition and digital transformation emerges as a strategic foundation for enhancing efficiency, global competitiveness, and long-term sustainability in Indonesia's logistics industry.

This study examines the influence of management transition and digital transformation on corporate sustainability in Indonesia's logistics services industry. Using a quantitative survey of 137 company employees and analyzed with PLS-SEM via SmartPLS 4, the study assesses how managerial change and operational digitalization affect economic, social, and environmental sustainability dimensions. Beyond direct relationships, it also evaluates the contribution of both factors to employee awareness and engagement in sustainability initiatives. The findings are expected to provide empirical evidence on how the synergy between management transition and digital transformation strengthens corporate sustainability strategies.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of Management Transition on Corporate Sustainability

Management transition, often referred to as change management, represents the process through which an organization moves from its current condition toward a targeted future state with the aim of improving organizational effectiveness and

operational efficiency (Okolie & Memeh, 2022; Nadler, 2024). Rajapakshe (2024) highlights that effective management transition requires comprehensive and systematic planning, clearly articulated objectives, transparent and continuous communication, as well as sustained attention to feedback from employees throughout the change process. When organizations provide sufficient incentives, guidance, and institutional support, employees tend to show higher levels of acceptance and commitment, enabling them to adjust work routines, performance standards, and behavioral patterns in line with organizational changes.

Jumawan et al. (2024) provide empirical evidence that well-designed organizational change initiatives, including restructuring, leadership realignment, and process reconfiguration, significantly strengthen organizational readiness to cope with external pressures, particularly those related to sustainability and environmental demands. These changes help organizations develop greater flexibility and resilience in responding to market dynamics and regulatory requirements. However, existing studies have largely focused on isolated elements such as leadership style or organizational structure, while limited attention has been paid to examining how management transition interacts simultaneously with digital transformation (Weber et al., 2022; Leso et al., 2023). This gap is especially evident in the logistics services industry, where technological advancement and managerial change must be closely aligned to achieve sustainable and competitive performance (Zihan et al., 2024).

H1: Management transition has a positive and significant effect on corporate sustainability

The Effect of Digital Transformation on Corporate Sustainability

Digital transformation is commonly viewed as a radical yet sustainable process through which organizations leverage digital technologies to enhance performance, strengthen competitiveness, improve strategic flexibility, and achieve long-term corporate objectives in an increasingly dynamic and technology-driven business environment (Tsou & Chen, 2023). Costa et al. (2022) and Ochoa-Pachas et al. (2024) describe digital transformation as the strategic application of technology that significantly improves organizational performance, streamlines and optimizes business processes, increases operational efficiency, and positions sustainability as a key source of added value for companies. Through this process, firms are able to redesign operational systems, integrate digital tools into core activities, enhance data-driven decision-making, and build more agile and responsive organizational structures.

Empirical findings from global marketing research demonstrate that companies adopting advanced technologies, particularly big data analytics and other emerging digital solutions, gain superior capabilities in understanding consumer behavior, predicting market trends, and responding effectively to rapid global market changes, thereby enabling more informed, adaptive, and innovative strategic decision-making (Theodorakopoulos & Theodoropoulou, 2024). Furthermore, conceptual studies in modern business management emphasize that successful digital transformation extends beyond technological adoption alone; it also requires fundamental shifts in organizational culture, the development of strong digital-oriented leadership, and a high level of human resource readiness to ensure effective implementation, organizational alignment, and long-term sustainability outcomes (Bozkus, 2023).

H2: Digital transformation has a positive and significant effect on corporate sustainability.

Management Transition, Digital Transformation, and Corporate Sustainability

Corporate sustainability is a multidisciplinary concept that involves economic, social, and environmental aspects simultaneously in organizational decision-making (Bhargavi et al., 2023). Hariram et al. (2023) state that sustainability is multi- and transdisciplinary and affects socio-economic organizations through decisions, actions, and behaviors;

Perceptions of risk, investment patterns, and open-mindedness in organizations often differ due to cultural differences and approaches to sustainability. Systematic research by Crossley et al. (2021) also highlights that stakeholder engagement is critical to the formation of sustainability values, as it influences strategic decisions and organizational legitimacy. At the global level, recent studies show that companies that integrate social and environmental responsibility into corporate strategies are better able to mitigate risk, respond to regulatory pressures, and strengthen reputations (Karwowski & Raulinajtys-Grzybek, 2021). Corporate sustainability is not only an external demand but also a source of competitive advantage if carried out consistently and systematically.

Some recent research has begun to explore the relationship between change management/management transition and digital transformation to corporate sustainability. Study Feroz et al. (2021), through a literature review, shows that digital sustainability, which is the way organizations use digital transformation to support sustainability practices, is a research area that still has a lot of room for further exploration, especially related to the interaction between variable management and technology. Local research, such as Komariyah and Ismawanti (2024), examines the role of change management on organizational effectiveness, but has not included digital transformation as a predictor variable in the same model. Thus, a theoretical gap arises in the lack of empirical research that simultaneously measures the influence of management transition and digital transformation on corporate sustainability, especially in the context of logistics companies in Indonesia (Tambunan et al., 2025).

H3: Management transition and digital transformation simultaneously have a positive effect on corporate sustainability.

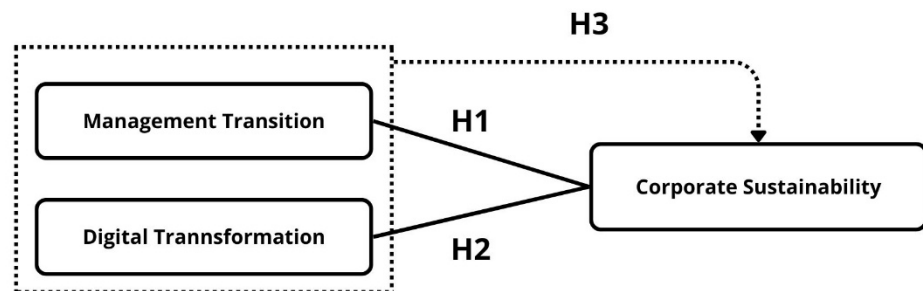


Figure 1. Conceptual Framework

A conceptual framework demonstrating how digital transformation and managerial transition support corporate sustainability is shown in Figure 1. Both components serve as important organizational motivators that directly promote sustainability results, and their combined impact enhances a company's capacity to attain sustainable performance over the long run.

RESEARCH METHODS

This study employs a quantitative approach with a descriptive-verifiable design to examine the relationship between management transition, digital transformation, and corporate sustainability in logistics service companies. The quantitative method was selected to objectively measure the influence among variables through statistical analysis based on numerical data, while the descriptive design provides a factual depiction of field phenomena and the verifiable approach tests hypotheses derived from theory and prior research (Ghanad, 2023). The population consists of employees working in a logistics service company in the Banten region, representing Indonesia's logistics services sector. Using non-probability purposive sampling, 137 permanent employees who understand the company's management system and digitalization processes were selected, which was

considered sufficient for analysis using the Partial Least Squares–Structural Equation Modeling (PLS–SEM) method with a 5% margin of error.

Data were collected using a closed-ended questionnaire distributed to respondents via the WhatsApp application, employing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was designed to measure employees' perceptions of three main constructs: management transition, digital transformation, and corporate sustainability, with the sequence of questions systematically arranged to minimize bias and enhance response consistency. Data collection was coordinated by the Head of the Human Resources and Assets Division. Instrument validity was ensured through content validity assessed by expert review from supervisors and management practitioners, and construct validity was tested using outer loading analysis in the PLS model, where loading values above 0.7 indicate adequate convergent validity (Hair et al., 2021). Reliability was evaluated using Cronbach's Alpha and Composite Reliability (CR), with all constructs exceeding the 0.70 threshold, while Average Variance Extracted (AVE) values above 0.50 confirmed convergent reliability, ensuring that the instrument is reliable for examining relationships among variables.

The research was conducted through several systematic stages, beginning with preparation, which involved problem formulation, theoretical development, and instrument design based on prior literature. This was followed by data collection through coordination with company management to distribute online questionnaires to eligible respondents, and initial data processing to verify data completeness and remove invalid responses. The main analysis was then performed using the PLS–SEM technique with SmartPLS version 4 to test the proposed hypotheses, followed by result interpretation and conclusion drawing focusing on the relationships among management transition, digital transformation, and corporate sustainability in logistics companies. PLS–SEM was selected for its ability to simultaneously assess measurement and structural models, where the outer model evaluates construct validity and reliability, and the inner model analyzes causal relationships among latent variables. Model adequacy was assessed using R^2 , f^2 , and path significance based on t-statistics and p-values, with the model considered acceptable when R^2 exceeds 0.67 and all hypotheses are significant at the 95% confidence level.

RESULTS

This research was conducted with 137 respondents drawn from employees of a logistics services company located in the Banten region. Based on the analysis of the completed questionnaires, respondent characteristics by gender are presented in Table 1.

Table 1. Characteristics of Respondents by Gender

Gender	Frequency (n)	Percentage (%)
Male	89	65
Female	48	35
Total	137	100

Based on Table 1, the results suggest that the bulk of respondents are men (65%), while women comprise 35%. This mix reflects the overall characteristics of the logistics services business, which is still dominated by male workers, as most of its operations are tied to the technical and distribution fields.

Convergent validity is used to analyze the extent to which indicators within the same construct are connected with one another, where an indicator is considered valid if its outer loading value exceeds 0.70. Cronbach's Alpha was used to assess instrument reliability by measuring the internal consistency between indicators for each variable; values greater than 0.70 indicated satisfactory reliability. The results of the convergent validity and reliability tests are shown in Table 2.

Table 2. Convergent Validity & Reliability Test

Variable	Indicator	Outer Loading	CA	Conclusion
Management Transition	X1.2	0.842	0.794	Valid & Reliable
	X1.3	0.850		
	X1.4	0.833		
Digital Transformation	X2.1	0.829	0.805	Valid & Reliable
	X2.2	0.750		
	X2.3	0.781		
	X2.4	0.815		
Corporate Sustainability	Y1	0.708	0.901	Valid & Reliable
	Y3	0.806		
	Y4	0.869		
	Y5	0.853		
	Y6	0.847		
	Y7	0.827		

As demonstrated in Table 2, all indicators for management transition, digital transformation, and corporate sustainability display outer loading values over the 0.70 threshold, suggesting good convergent validity. Furthermore, every construct has Cronbach’s Alpha values greater than 0.70, indicating adequate internal consistency and dependability. These findings demonstrate the validity and reliability of the measurement model for additional structural investigation.

Table 3. Fornell-Larcker Test

Variable	Corporate Sustainability	Digital Transformation	Management Transition
Corporate Sustainability	0.820		
Digital Transformation	0.850	0.794	
Management Transition	0.774	0.784	0.842

Based on Table 3, the Fornell–Larcker test indicates that each construct in the research model demonstrates adequate discriminant validity. This is evidenced by the square root of the Average Variance Extracted (AVE) for each variable: 0.820 for corporate sustainability, 0.794 for digital transformation, and 0.842 for management transition, all of which exceed the corresponding correlations with the other constructs. Specifically, corporate sustainability exhibits stronger associations with its own indicators than with those of digital transformation or management transition. Similarly, digital transformation and management transition each show AVE values that exceed their correlations with the other variables. These results indicate that the constructs are conceptually and statistically distinct, supporting discriminant validity in the measurement model.

Table 4. R-Square Value

Test	Value
R-Square (R ²)	0.753
Adjusted R-Square	0.749

According to Table 4, the R² value of 0.753 indicates that digital transformation and managerial transition combined can account for 75.3% of the variation in corporate sustainability, with additional factors outside the scope of this study model accounting for the remaining 24.7%. This value is classified as substantial, indicating a high degree of influence.

Table 5. F-Square Value

Independent Variable	Dependent Variable	f ² Value	Effect Size
Digital Transformation	Corporate Sustainability	0.621	Large
Management Transition	Corporate Sustainability	0.121	Small

Table 5 effect size data show that digital transformation has a significant impact on business sustainability, with a f^2 value of 0.621, which is higher than Cohen’s (1988) criterion for a strong effect. In contrast, management transition indicates a lesser effect size ($f^2 = 0.121$), while it remains important in explaining variances in business sustainability. These results imply that although both factors influence sustainability outcomes, digital transformation has a greater influence.

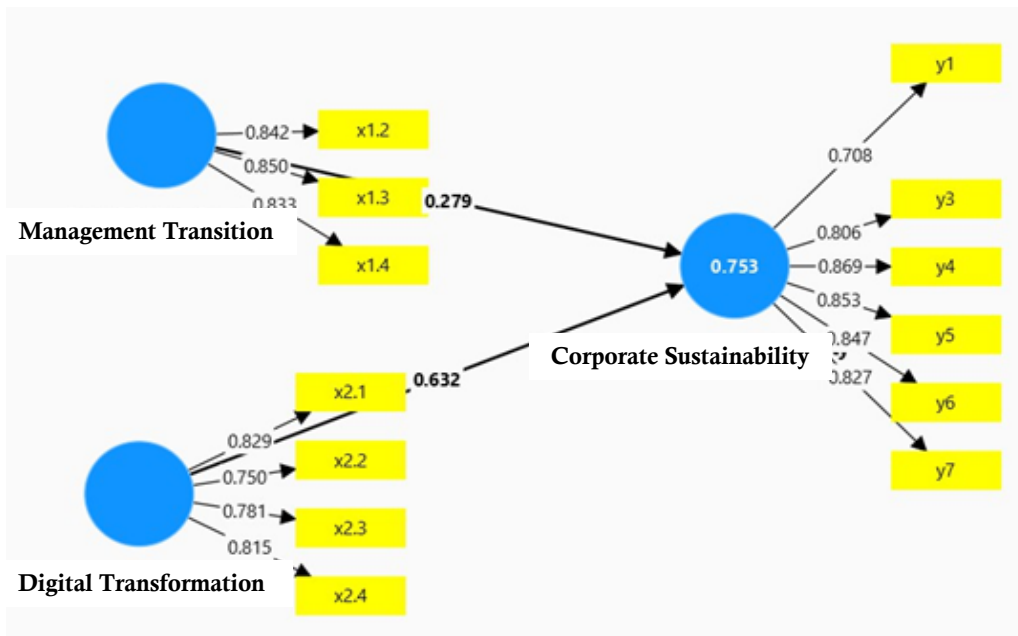


Figure 2. Relationship Management Transition, Digital Transformation, and Corporate Sustainability

The conceptual model that shows the connections between corporate sustainability as the dependent variable and management transition and digital transformation as independent factors is shown in Figure 2. The model describes how digitization efforts and managerial change are anticipated to affect sustainability results in logistics service firms. This structural model was estimated using the PLS-SEM approach with the assistance of SmartPLS software version 4, allowing simultaneous assessment of both the measurement and structural components of the model.

Table 6. Hypothesis Test Results

Hypothesis	Structural Relationship	Original Sample	T-Statistic	P-Value	Result
H1	Management Transition → Corporate Sustainability	0.279	3.346	0.001	Supported (Positive)
H2	Digital Transformation → Corporate Sustainability	0.632	8.617	0.000	Supported (Positive)

Corporate sustainability is positively and significantly impacted by both independent factors, according to the test results in Table 6. The impact of digital transformation has a coefficient value of 0.632 with a significance level of $p < 0.005$, suggesting that a company’s sustainability increases with its level of digitalization. Meanwhile, management transition has a positive influence with a coefficient of 0.279 and $p < 0.005$, which implies that effective managerial changes also help enhance the company’s sustainability.

DISCUSSION

The results of this study indicate that digital transformation has a positive and significant effect on corporate sustainability, both partially and simultaneously. Martínez-

Peláez et al. (2023) explain that digital transformation is closely linked to innovation, knowledge management, and stakeholder engagement, supporting organizational sustainability goals. In the logistics industry, digitalization enhances decision-making, supply chain transparency, and energy efficiency, reinforcing economic and environmental sustainability. Böttcher et al. (2024) further emphasize that integrating digital technology across the organization contributes to long-term value creation and strengthens corporate resilience.

Similarly, management transition also shows a positive and significant effect on corporate sustainability. Amoako et al. (2022) highlight that leadership or structural changes significantly impact business effectiveness, innovation, and human resource development. A well-managed transition improves efficiency, reputation, and competitiveness. Crosby (2025) supports the view that organizational adaptability to leadership changes is crucial for long-term sustainability, positioning management transition as a strategic factor that strengthens the link between managerial innovation and corporate sustainability.

The findings by Cavusgil and Deligonul (2025) reinforce the dynamic capabilities framework, highlighting an organization's ability to integrate, build, and reconfigure resources in response to changing business environments. In this study, digital transformation and management transition function as dynamic capabilities that optimize internal resources for long-term sustainability, expanding the theoretical understanding of their synergistic role in strengthening corporate sustainability in the logistics sector, particularly in developing countries like Indonesia.

Although the results support the main hypotheses, other factors may influence these effects. Zhen et al. (2021) note that digitalization is effective only when accompanied by innovative cultural readiness and committed leadership. Variables such as technological readiness, organizational culture, and leadership style may strengthen or weaken the relationship between digital transformation and sustainability, suggesting opportunities for future research to examine mediating factors like organizational learning, employee engagement, or innovation capability as bridges linking digitalization to corporate sustainability.

The findings of this study provide practical contributions to logistics management. Regarding management transition, respondents rated the X1.3 indicator highest, emphasizing that "the impact of management transition on employees and company culture is enormous," highlighting the need for open and continuous communication to prevent internal resistance. Companies should implement adaptation training and feedback mechanisms to ensure transitions occur effectively without reducing employee morale, consistent with Mwamba (2023), who notes that successful transition management depends on employee participation and transformational leadership.

For digital transformation, the X2.1 indicator received the highest rating, indicating that "companies have adopted digital technologies in daily operations," reflecting high organizational digital readiness. However, technology adoption must be strategic, addressing data security, system interoperability, and employee digital competence. Martínez-Peláez et al. (2023) emphasize that successful digital transformation requires integrating technology systems with business strategies oriented toward long-term sustainability. Accordingly, companies are advised to develop a digital roadmap guiding technological innovation in alignment with sustainability objectives.

Regarding corporate sustainability, the company emphasizes implementing sustainability strategies across all operational aspects. Pereira and Martins (2021) explain that sustainability must balance profit, people, and the planet, highlighting that success depends not only on policies but also on employee engagement and readiness. Company management should reinforce a sustainability culture through training, performance-based reward systems, and active involvement of all organizational levels. Empirically, the study confirms that integrating digital transformation and management transition creates significant synergies to enhance corporate sustainability. However, the study is limited in generalizability, as it was conducted in only one logistics company. Future

research is recommended to broaden the sample across industries, incorporate mediating variables such as organizational agility or leadership innovation, and adopt a longitudinal approach to examine the long-term effects of digitalization and managerial change on corporate sustainability.

CONCLUSION

The results of this study indicate that management transition and digital transformation have a positive and significant effect on corporate sustainability in the logistics services industry in the Banten area, representing companies within the broader logistics sector. Digital transformation demonstrates a stronger influence by enhancing operational efficiency, innovation, and organizational adaptability to industrial changes, while management transitions contribute by reinforcing strategic direction through responsive leadership and adaptive organizational structures. The synergy between these two factors provides a solid foundation for achieving corporate sustainability across economic, social, and environmental dimensions, aligning with global demands for sustainable business practices in the digital era.

This research highlights the importance of integrating change management and digital transformation within a company's sustainability strategy. Organizations are encouraged to optimize managerial adaptation processes by fostering an innovative culture that embraces new technologies. The findings offer guidance for management in developing integrated policies that combine digitalization and sustainability, particularly in improving human resource competencies and enhancing the effectiveness of business processes. This study is limited to a single logistics service company in the Banten region, which may affect the generalizability of the findings. Future research is recommended to expand the scope by including subsidiaries or multiple companies and incorporating additional variables that could deepen the understanding of the relationships among management transition, digital transformation, and corporate sustainability within the Indonesian logistics sector.

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